

TAB A to FY 03 Commander's Curriculum Guidance - Skills, Knowledge, and Attributes

1. Within the Army leadership framework established in FM 22-100 (FM 6-22), the following SKAs have been identified by the Army Training and Leader Development Panel (ATLDP) Phase I (Officers), recent ARI studies, and Objective Force writings, and provide a target for your leader development objectives. Leaders must be:

- a. Living The Army values and setting the example for those they lead.
- b. Competent and confident in the execution of their related duties in full spectrum operations in the COE.
- c. Self-aware, able to self-assess one's strengths and weaknesses in the operational environment and know how to correct the weaknesses.
- d. Adaptive, able to recognize changes to the operational environment, assessing what is new and what to learn to be effective. Adaptive learning competencies include behaviors that demonstrate: flexibility, openness to exploration and to new and diverse people and ideas, dialog skills, and comfort with turbulent change and ambiguity.
- e. Innovative/creative thinkers and problem solvers.
- f. Rapid and effective decision makers, able to quickly transition from one mission to another, and make decisions based on minimum essential information and sound intuition.
- g. Proficient in combined arms operations and unified action (multiservice, interagency, and multinational operations).
- h. Focused but capable of seeing the "big picture," able to identify essential information in an information-rich environment.
- i. Team builders, able to apply strong interpersonal skills to build cohesive teams.
- j. Technically competent with complex equipment.
- k. Committed to continuous life-long learning as a responsible member of the profession of arms, able to apply reachback as well as reachforward technologies to attain and maintain their own professional development.
- l. Proficient in the SKAs necessary for their next job/assignment.
- m. Innovative, adaptive and effective trainers, who can plan, prepare, execute, and assess a combination of live, virtual and constructive training to meet unit readiness needs.

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- n. Bold and audacious; prudent but decisive risk takers; willing and able to initiate decisive action in the absence of orders, often based on intuition.
- o. Responsible for providing honest and relevant feedback—whether it is on course curriculum concerning the applicability and viability of our tactical and technical methods within the COE, or in an AAR following a unit exercise.
- p. Able to effectively facilitate an AAR, and know and practice the essential differences between an AAR and a critique.

2. According to the ATLDP, Phase II (NCO) and related ARI studies, soldiers must be:

- a. Able to understand and live by the Army values.
- b. Military occupational specialty qualified (MOSQ).
- c. Technically and tactically competent at their related skill level.
- d. Able to operate as a team member with strong interpersonal skills.
- e. Able to survive and operate effectively in a tactical environment.
- f. Conceptual thinkers.
- g. Prepared to take their place in the ranks of the Army and immediately contribute to the successful accomplishment of their unit's mission by being/having:
 - Self-disciplined
 - Warrior ethos
 - Multiskilled
 - Leader potential
 - Deployable mindset
 - Decisive
 - Versatile
 - Unwilling to accept defeat
 - Self-reliant
 - Self-aware
 - Adaptive learners
 - Able to dominate the situation
 - Proactive
 - Sound judgment
 - Disciplined initiative
 - Self-motivated
 - Expert in Warfighting
 - Competent with emerging Technologies